

Invitation to tender

Developing a brand identity for the Collaboration for Wellbeing and Health

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Prepared by

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Brief

1.0 Objective

To develop a brand identity for the Collaboration for Wellbeing and Health, including a renaming of this new initiative. Deliverables include brand assets, templates, standards for guardianship, guidelines, and brand protection advice including reputation management.

Advisory services are also sought for incorporation of the brand in the Collaboration's campaigning activities, due to launch in 2022. There is potential for the selected supplier to bid to be the creative partner for our first public awareness campaign.

Creating a distinctive brand identity is essential to establish the Collaboration as a new charitable campaigning initiative among external audiences including the public, potential member organisations and key stakeholders across the private, public and third sectors. Its identity needs to be vibrant, relatable to a wide audience, inspire trust and empower action among audiences. It must reflect the overarching mission of the initiative.

2.0 About the Health Foundation

The **Health Foundation** is an independent charity committed to bringing about better health and health care for people in the UK.

We believe good health and health care are key to a flourishing society. Through sharing what we learn, collaborating with others and building people's skills and knowledge, we aim to make a difference and contribute to a healthier population.

The Health Foundation's activities expand across five strategic areas:

- promote healthy lives for all
- support data analytics for better health
- support health care improvement
- make health and care services more sustainable
- improve national health and care policy.

The Collaboration for Wellbeing and Health originates from the 'promote healthy lives for all' strategic priority area, which focuses on the impact of the wider determinants of health on health outcomes.

The wider determinants include the political, social, economic, environmental and cultural factors which shape the conditions in which we are born, grow, live, work and age. These include our housing, the food we eat, money and resources, education and skills, transport, work and connections in the community. Creating a healthy population requires greater action on these factors, not simply on treating ill health when it occurs. [Find out more here.](#)

Our healthy lives work also aims to change the conversation to focus on health as an asset to society, rather than on ill health as a burden – and to promote policies and encourage local action that improves opportunities for a healthy life in the UK. We believe good health supports positive social and economic outcomes, both for the individual and society.

The Health Foundation has committed funding to the Collaboration for five years. It is a member organisation of the initiative, and leads on strategic decision making and governance, with accountability to the Foundation's Chief Executive and Board of Governors.

3.0 About the Collaboration for Wellbeing and Health

The Collaboration is a new initiative funded by the Health Foundation, aiming to develop a bold, cross sector movement calling for action on the wider determinants of health. Its vision is a society where everyone has the building blocks for good health, wherever they are born, work and live.

A collaborative initiative that has been co-developed by a set of founding members and a small team within the Health Foundation, the Collaboration seeks to develop a clear campaigning voice and powerful communications to reach audiences across the public, private and third sector. It aims to build a movement that calls on policy makers, sector leaders and the public to recognise the nation's health as an asset to society and invest in policies known to create the conditions for healthy lives.

These social, economic, commercial and environmental conditions are the strongest determinants of people's health and drive existing unfair and avoidable differences in people's health across the UK. Tackling these inequalities requires:

- reframing health as a whole society challenge, not just one for the NHS or public health community
- building the political and public will to address root causes of poor health rather than focusing on short term fixes that address the symptoms
- bridging individual and society-focused philosophies that offer competing perspectives in terms of understanding causes and bringing about change.

In the wake of the pandemic, there has been a resurgence in the recognition of these issues, creating a once in a generation opportunity to have an impact. The Collaboration aims to build political and public buy in through creative public awareness campaigns, influencing decision makers with members, and building a community to reframe the conversation around what creates better, more equitable health.

Existing members of the Collaboration are:

- Business in the Community
- Institute for Health Equity
- Joseph Rowntree Foundation
- Local Government Association
- New Philanthropy Capital
- People's Health Trust
- Race Equality Foundation
- What Works Wellbeing.

The Collaboration's membership will change and grow as the initiative becomes fully operational, welcoming new members with sector or discipline expertise aligned to its strategic goals. This could include private, public or third sector organisations, or those with expertise in areas such as housing, transport, local communities, the environment etc.

4.0 The Collaboration for Wellbeing and Health's strategy

The Collaboration's strategy has three long-term objectives, to:

- Increase awareness of the wider determinants of health.
- Increase support for health creation approaches in the UK among target audiences by 2026.
- Adoption of cross-government policies that progress increasing healthy life expectancy and levelling up regional health inequalities by 2026.

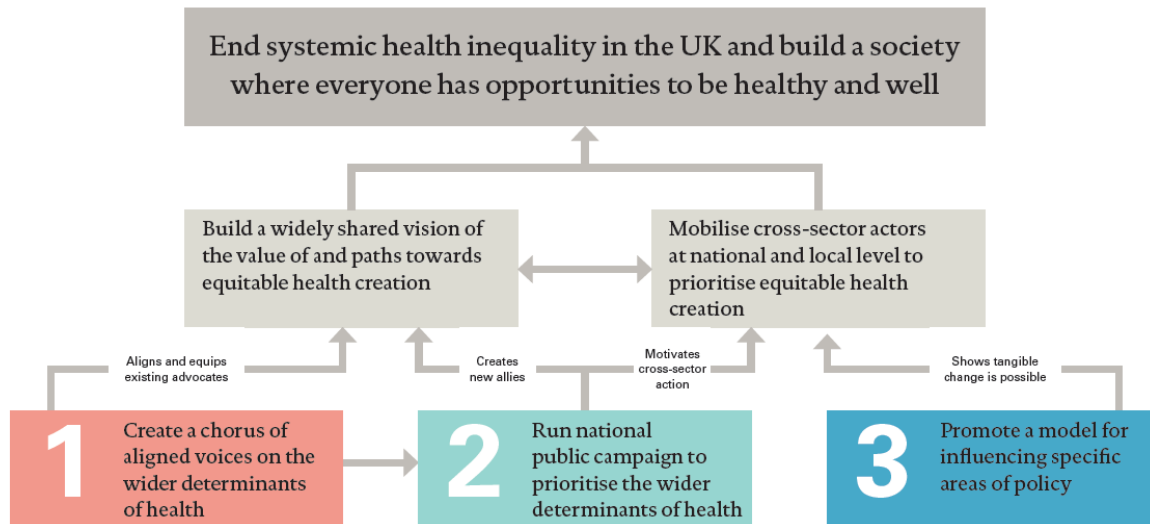
To achieve these, the Collaboration aims to shift the public discourse around health and build a new narrative about how health is created, moving away from focusing on individual responsibility and the healthcare system supporting people when they are unwell, to how the wider determinants influence our health. This will include directly engaging the public through awareness raising campaigns.

Alongside building public understanding, the Collaboration aims to build public pressure for policies across government that put good health and wellbeing at their heart. To support this,

it will also engage and influence sector leaders and national policy makers. As well as calling for a cross-government approach to improving health, the Collaboration will call for specific policies in four areas – young people’s wellbeing, good quality work, clean air and healthy housing – that can contribute to creating better, more equitable health in the UK. Several of these four areas will be the focus of public campaigns across 2022-23, tied into a wider top-line narrative about better health.

The Collaboration has a three-part strategy, which is illustrated below:

Figure 1: Collaboration for Wellbeing and Health strategy diagram



1. Create a chorus of aligned voices on the importance of good health to a successful society, through the role of the wider determinants.

This workstream aims to develop and share connected narratives about the wider determinants for different sectors, developing communications tools and resources that can shape the conversation, support those new to the debate and build our allies.

This work is designed to equip members to persuade others of the health benefits of their work, and to mobilise around an aligned narrative to advocate for greater investment in the wider determinants. It is also focused on engaging new audiences (charities and businesses) to increase their understanding of how health is shaped and their own role in creating better, more equitable health in the UK.

2. National campaigning to increase understanding of what makes us healthy

Our campaigning work aims to raise awareness of the role of the wider determinants in shaping health, as well as the value of health to society. It will focus on building support for the policies and approaches that can improve health and tackle existing inequalities.

Creative campaigns will directly target the public, translating the largely academic ‘wider determinants debate’ into an accessible and engaging narrative. This includes illustrating what the wider determinants are, how they connect to health, and highlighting specific opportunities for progress. Collaboration members will help to inform and deliver campaigns, including through targeted stakeholder engagement.

Policy area specific campaigns, drawing on members' expertise, are currently anticipated to be the focus for 2022-23. Across these four areas- young people's wellbeing, good quality work, clean air and healthy housing – the order of campaigns is yet to be decided and could change based on the external environment.

3. Promote a model for influencing specific areas of policy

This strand of work aims to draw on the evidence and expertise held by cross sector members to identify new policy solutions and priorities within a specific policy area/s for decision-makers, using a prototype model for influencing specific policy areas.

The Collaboration will select a limited number of policy areas, starting with employment, and convene relevant members from business, public health and the third sector to synthesise existing evidence and agree the most impactful policy interventions. This area of work is due to start in late 2022, phased after our first public awareness campaign/s and chorus of voices work.

5.0 Current operations

In April 2021, the Collaboration was granted approval and funding for five years from the Health Foundation's Board. It is currently in a transitional phase where it is undertaking business readiness activities and expanding its team ahead of becoming fully operational.

Brand identity creation is a high priority project during the transition phase. It has been agreed that the Collaboration will be positioned at arm's length from the Health Foundation, with a clearly differentiated brand identity and its own channels. This is because the Collaboration will target new audiences outside of the Foundation's (See 7.0 Audiences) and step into a bolder campaigning role. While creating space between the two, our work will remain closely informed by the insight and evidence generated by the Foundation, offering expertise and credibility among stakeholders.

The Collaboration therefore needs to create a brand approach that reflects the initiative's aims and resonates with its target audiences. The identity will also influence its future campaigns and external communications. We are seeking advice on whether to create a bold identity for the Collaboration itself, or whether an approach that uses the campaigns as a brand building device would be more effective.

The brand identity project also has several other projects that are dependent on its successful completion:

- creation of the Collaboration's website and channels
- design and rollout of its first public awareness campaign.

In parallel to the brand identity project, an audience research project is due to take place, kicking off in January 2022 for a period of two to three months. This project aims to help the Collaboration better understand prospective audiences among the public for its campaigning work, including their characteristics, needs and how they interact with different media.

The anticipated outcome of this work is the development of practical segments or personas for groups of the public to target through its awareness raising campaigns, with recommendations of how best to reach them and drive engagement. It is expected that the

developing findings from this research will feed into the brand identity project, for the Collaboration to better tailor its identity to target audiences. The success of the Collaboration will depend on effective engagement with multiple audiences, as such, we will need a branding approach that works for all of our audiences. This may require an approach that uses the Collaboration’s campaigning activities as a brand building device for certain segments.

6.0 Brand overview

As the Collaboration is a new initiative, it does not have an established brand. Some core brand work has been undertaken internally to establish a brand strategy and inform the brief for the brand identity creation.

The full draft brand strategy for the Collaboration will be shared with the successful candidate as further background detail ahead of the project commencing. A summary of key brand elements is included below.

The Collaboration does not plan to put significant resource into ‘launching’ its brand and the initiative itself, instead focusing on launching its inaugural public awareness campaigns.

6.1 Brand architecture

The Collaboration’s brand is not intended to be a sub-brand of the Health Foundation. Therefore, it should be recognisable as a separate entity that resonates with its target audiences. However, the brand should be transparent in acknowledging the Health Foundation as its funder, as well as referencing the other members of the Collaboration.

6.2 Vision, mission and values

Vision	Mission	Values*
<p>“Our vision is a society where all people have the building blocks for good health, wherever they are born, work and live.</p> <p>Right now, this is the not the case.”</p>	<p>“We work with our members to raise awareness of the building blocks for good health and wellbeing.</p> <p>Together we campaign to put good health at the heart of policies across government.”</p>	<p>“We:</p> <ul style="list-style-type: none"> • focus on solutions • work together • challenge boundaries.”

*These values are both internal and external. It is anticipated that Collaboration members will come together to assess the values and put together a membership charter that further defines the values and expectations of being part of the initiative. This is likely to happen in Q1/2 2022.

6.3 Narrative

The narrative below is how the Collaboration anticipates communicating its purpose externally. This ‘corporate’ narrative may be refined and adapted.

“When we think about our health, we often focus on our responsibility as individuals to eat healthily, exercise and take care of ourselves; and look to the NHS to treat us when we are unwell.

While important, our health is shaped by much more than this, from where we are born, to how much money we have, our education, work, housing, and the environment around us. All these things have a greater influence on how healthy our lives will be; yet not everyone has the same opportunities to be healthy.

Changing these things for the better is a complex challenge that cannot be tackled by one organisation or sector alone. We need people and organisations across the UK to come together and take responsibility for their impact on health.

Health is everyone’s concern, and we exist to support our members to raise awareness and push for both short and long-term policy changes that will lay the building blocks for healthier communities now and in the future.”

6.4 Positioning

The Collaboration team has looked at other collaborative initiatives operating in a similar space / within the same target market, to understand the unique role that the Collaboration can play in influencing action on the wider determinants to improve health and tackle health inequalities.

This includes tracking other collaborative initiatives and campaigns and commissioned communications research to map the current conversation around the wider determinants of health, to understand who the influential voices are within this space. This work will be shared in full with the successful agency partner.

As a summary, stakeholder and initiative mapping has shown that among other collaborative initiatives addressing the wider determinants of health, there are few that are undertaking direct public campaigning activities and specifically trying to move public attitudes around health. This was echoed by commissioned communications research, which showed a lack of emotive (i.e. not neutral) tone in the debate, a reach into the public or a strong campaigning presence on these issues.

This focus on public campaigning is a major differentiator for the Collaboration. The Collaboration will need to be positioned as ‘citizen friendly’ and set itself apart from more academic or sector focused initiatives, while maintaining a sense of credibility and expertise.

6.5 Brand vision

The Collaboration’s brand vision focuses specifically on where the external perception of the Collaboration by its audiences will be over time.

One of the Collaboration’s intended long-term outcomes is to “convert momentum of public campaigning into increased pressure for policy change” by 2025-26. A long-term progress indicator for this outcome is that the “Collaboration and its spokespeople [are] recognised as a trusted voice on health inequalities and improving health in the UK”.

These strategic aims provide a focus for the growth of the Collaboration’s brand, ensuring that any development of our brand is aligned to achieving the progress indicator around external perception, and contributing towards the longer-term outcome, which will be complemented by our wider communications and policy work.

Based on the intended outcomes above, our brand vision could be summarised as the Collaboration aiming 'To be the leading voice calling for change to tackle health inequalities and improve health in the UK'.

6.6 Brand personality

The Collaboration team has started to explore its brand personality using archetypes and a brand personality framework, as well as looking at other organisations for inspiration.

Archetypes: Figure 1: Brand archetype wheel, *Map & Fire*¹



Using the Jungian brand archetype wheel, the Collaboration has chosen a core archetype of the **hero**, with the secondary archetype **everyman**.

This conveys the Collaboration's desire to lead the way in its mission, with goals to help communities by tackling health inequalities and creating more opportunities for equitable health in the UK. It is brave, determined and competent.

At the same time, we want to be welcoming, friendly and relatable. We don't want to be seen as elitist or

cold and wish to connect with audiences / stakeholders, creating trust and belonging.

We would like to test with an agency partner whether the two archetypes can exist in harmony or are at odds with one another.

Figure 2: Brand personality framework, *Hurree*²

BRAND PERSONALITY FRAMEWORK



Using the brand personality framework, the Collaboration team identified **excitement** as the personality trait we would like to portray. We want to energise and excite audiences and decision makers to push for change.

¹ <https://mapandfire.com/blog/how-to-create-clear-consistent-content-with-brand-archetypes/>

² <https://blog.hurree.co/blog/5-companies-who-nailed-their-brand-personality>

We want to be daring, spirited and imaginative.

7.0 Audiences

The Health Foundation is a B2B organisation engaging with professionals working in both health care and health. Traditionally the organisation has focused on the health care system, engaging with NHS leaders and front-line clinicians, as well as supporting bodies (such as NHS Improvement, NHS England, NHS Confederation etc).

It also has increasingly engaged public health leaders (including Directors of Public Health) and supporting bodies (such as Public Health England, the Association of Directors of Public Health, the Royal Society of Public Health) in its work on improving health. Across the breadth of its work, the Foundation looks to engage and influence central and local government, policy makers and influencers.

These existing audiences provide some relevant groups for the Collaboration to engage with, for example within central government and the public health arena. However, the Collaboration will be the first initiative from the Health Foundation that looks to directly engage the public, through awareness raising campaigns. It will also engage with different organisations to the Health Foundation, in areas such as housing, employment, the environment, education and businesses. The Foundation doesn't currently have reach or profile in most of these fields.

Audiences for the Collaboration are broad, with members of the initiative and target stakeholders across the public, private and third sector. As the Collaboration's top-line objectives are to engage the public through its campaigning work, and push for national policy change, its identity must be both citizen facing and hold gravitas with professional audiences.

Primary audiences:

- Segments of the UK public that can be moved to support our mission, and/or have scope to shift wider public opinion*
- national policy decision makers e.g. Dept. of Health and Social Care, Secretary of State for Health and Social Care, other relevant departments across government e.g. MHCLG, DEFRA, DfE, MPs, shadow ministers and other parliamentarians
- national policy influencers e.g. SPADs, party research departments
- charitable organisations working in and outside of health (e.g. transport, housing...), at a national and local level
- purpose-led businesses focused directly and indirectly on health and wellbeing, including SMEs and larger organisations or umbrella bodies / networks that represent the interests of business e.g. CBI, FSB, Business for Health.

Secondary audiences include existing Health Foundation audiences who are considered 'allies' in this agenda, and may wish to use resources and outputs produced by the initiative, including:

- public health professionals
- local government

- researchers and academics working across the wider determinants of health
- those in the NHS looking at ‘anchor’ approaches and the role of the NHS in prevention.

*Segments of the public will be defined by the aforementioned commissioned audience research work. This work will conclude in late Spring 2022 and any brand agency partner will need to work closely with the Collaboration team to understand findings and recommendations to incorporate as these develop in parallel to the brand work.

8.0 Visual identity brief

We want to develop a visual identity for all printed and digital communications that will be used on all our channels and outputs and adapted / used as the starting point for our public facing campaigns. The identity needs to bring consistency, vibrancy, distinctiveness and impact to all materials. It should be warm, exciting, accessible and citizen facing. All rights for this work should be assigned to the Health Foundation.

8.1 Considerations for developing the brief

Creating a distinctive and separate look and feel for the Collaboration, with a subtle nod to the Health Foundation (whether in name, visual identity, other) should be considered. We do not wish to hide the fact that the Collaboration is funded by the Health Foundation and housed as a unit within the organisation, as this could feel misleading or lead to reputational harm.

Equally, we want to draw on the Foundation’s existing brand equity, trust, credibility and expertise, as well as maintaining its values of independence and being evidence-based: the Collaboration will echo both of these principles in its activities. We expect our agency partner to advise on how best to achieve this balance.

Graphics should be simple, striking (using strong colours and bold lines), exciting and emotive, with an immediate impact for public audiences as well as eye-catching for professional audiences. They should also be easily shareable and usable by our member organisations, which is integral to our communications approach. All graphics should be platform neutral (for instance working in both PowerPoint and for social media).

Templates should be modular, easily adapted by inhouse teams to update. Information should follow a hierarchy of formats from bite-sized and shareable through to substantial reports – both to equip us to target different audiences with appropriate content, and to reiterate our messages.

9.0 Deliverables

Deliverable	Description
‘Sense check’ to assess current brand strategy and agree roadmap and deliverables for the project	Work through current brand proposition with the Collaboration team and advise on any additional considerations or changes to be made to current strategy / assets in order to form a clear brief for the brand identity. In particular, the team would like to review the purpose, brand personality and positioning.

Deliverable	Description
	<p>This may be achieved through a workshop/s, as recommended by the agency partner.</p> <p>Output to outline a roadmap for the project and clear deliverables.</p>
Visual identity	<p>A visual identity, including guidelines. The identity should include the assets and templates listed further below in the deliverables, colour palette and typography.</p> <p>Several options / iterations of the identity should be included in the project scope, at design stage e.g. mood boards, and rounds of review as deliverables are produced.</p>
Brand descriptors	<p>A set of descriptors to tell the story of the Collaboration, based on the work already done to date on vision, mission, narrative and wider brand strategy.</p>
Brand standards / guidelines	<p>A concise set of rules / guidelines that protect the look and feel of the brand, providing a standardised approach to the use of the identity that can help us to uphold the brand's integrity. They must explain the key elements of how the visual identity works and the key visual assets.</p> <p>Guidelines should include logo use, fonts, colour palette and imagery / photography. They should provide clarity and uniformity and be usable by a wide audience, whether brand / communications specialists or otherwise. Easy to navigate and understand.</p> <p>This should include an approach / guidance for members of the Collaboration, as to how they use the brand in their activities on the Collaboration's behalf, how their brand / logo is represented in the Collaboration's brand, and/or how to use brand assets alongside their own brand.</p>
Name	<p>A renaming of the initiative to establish it as an easily identifiable, dynamic collaboration.</p> <p>This includes advice and support in checking other existing initiatives with similar / same names, and acquiring the appropriate legal status, web domains etc.</p>
Logo and strapline	<p>A key lead visual for the Collaboration that is distinct, will resonate with a broad set of audiences and clearly articulate who the Collaboration is.</p>

Deliverable	Description
	<p>It must be able to work alongside the existing Health Foundation logo. It will be used on communications from the Collaboration including email, letters, social media, website, reports, graphs and charts. Must be easily usable in different designs and for different media (e.g. print, web). Guidelines about its usage, including with partner logos e.g. alongside members on when working in partnerships.</p> <p>Associated strapline to concisely convey the Collaboration's purpose.</p>
Tone of voice	<p>Advice on and creation of tone of voice for the Collaboration to match its visual identity. Inclusion in guidelines.</p>
Assets / products	<p>Illustrative infographics, charts, icons, graphs and other materials to promote the Collaboration's activities in formats suitable for print and online.</p> <p>Graphics / images must be usable on a range of media including social media, and images need to be high quality and usable in different formats (e.g. EPS. Vector images as well as JPEG), adaptable by designers and staff.</p>
Photography	<p>If this is chosen as a key element of the Collaboration's identity, specific guidelines with examples setting out a photographic style and how these images would be used to emphasise the Collaboration's persona.</p> <p>We may wish to commission photography as part of the brand project if our chosen visual identity has a strong photographic aspect.</p>
Templates	<p>An easy to use shareable template for presentations, e.g. PowerPoint, in the programme visual identity.</p> <p>Templates for email communications, website / social media banners, printed materials such as branded briefings, Word documents, reports and brochures that can be easily adapted by staff.</p> <p>Recommended website layouts if appropriate i.e. arrangement of visual elements and relationships between to maximise the brand's impact.</p>

Deliverable	Description
Typography / font and colour palette	<p>A suitable font to distinguish the Collaboration, taking into consideration cost of licence.</p> <p>A colour palette for use through the Collaboration's communications (primary and secondary, or with variations for usage), taking into consideration accessibility and suitability for online and print.</p>
Short promotional video or animation	To use as an 'about us' asset on our website and/or in printed materials.
Pull-up banner	Design for pull-up banners in the visual identity for use at events.
Brand guardianship / protection	Advice on reputation management, Intellectual Property protection, crisis management etc. This could be included in the brand guidelines or as a separate short document.
Testing of brand identity	Testing the identity / deliverables / messaging with target audiences – this may leverage segments developed by our audience research, Collaboration members and/or other stakeholder relationships.

We may require further materials as our plans develop. These would be treated as extensions to the contract and costs covered outside this initial budget but we would like reassurance on agency capacity to deliver further products on an ad hoc basis set out in responses to this brief.

10.0 Timescales

Action	Who responsible	Deadline
Any necessary briefing calls requested by agencies	HF/agencies	6 – 22 December 2021
Response to Health Foundation brief (Please include examples of previous work you have done with relevance to this brief)	Design agencies	6 January 2022
Interviews with shortlisted agencies	Health Foundation and agencies	24 and 25 January 2022
Selection of agency	Health Foundation	27 January 2022

Kick-off meeting	Design agency and Health Foundation	w/c 31 January 2022
Further milestones and delivery dates to be agreed with selected agency. Project completion required by April 2022.		

11.0 Costings

Responses to this invitation should include accurate pricing, inclusive of expenses and VAT. It is emphasised that assessment of responses to this tender invitation will be on perceived quality of service and demonstrable ability to meet the brief, rather than lowest cost, but value for money is a selection criterion. The costings must include VAT and expenses and will cover:

- Developing 3-4 visual identity concepts (eg one mood board per idea)
- Developing the chosen visual identity concept and creative assets (the budget must cover any graphics / photography required as part of the chosen concept)
- The set of deliverables outlined, including a set of guidelines for the visual identity (these can be brief but must outline how we use the visual identity).

We anticipate bids up to £60,000 inclusive of VAT and taxes.

12.0 Tender response requirements

Providers are requested to comply with the following structure in presenting their response.

12.1. Detailed provider information to include:

- organisation name, address, registered address (if different) and website address
- description of the organisation's activities or services,
- history and ownership
- organisational governance and management structure
- most recent company accounts.

12.2. A tender response, which must include:

- summary of your proposed approach
- summary of the experience of the key personnel who will work on the project
- costs, including a summary of the day rates and required days of those employed on the project, inclusive of VAT and expenses
- risk management
- any other relevant information the Foundation should take into account
- primary contact name and contact details
- details of the team carrying out the work – names, roles and expertise relevant to the tender.

- 12.3. Client references that include a list of comparable organisations to which you have supplied a similar service and a brief project description for each.
- 12.4. A statement of your willingness to reach a contractual agreement that is fair and reasonable to both parties.

13. Instructions for tender responses

- 13.1. The Foundation reserves the right to adjust or change the selection criteria at its discretion. The Foundation also reserves the right to accept or reject any and all responses at its discretion, and to negotiate the terms of any subsequent agreement.
- 13.2. This work specification/invitation to tender (ITT) is not an offer to enter into an agreement with the Foundation, it is a request to receive proposals from third parties interested in providing the deliverables outlined. Such proposals will be considered and treated by the Foundation as offers to enter into an agreement. The Foundation may reject all proposals, in whole or in part, and/or enter into negotiations with any other party to provide such services whether it responds to this ITT or not.
- 13.3. The Foundation will not be responsible for any costs incurred by you in responding to this ITT and will not be under any obligation to you with regard to the subject matter of this ITT.
- 13.4. The Foundation is not obliged to disclose anything about the successful bidders, but will endeavour to provide feedback, if possible, to unsuccessful bidders.
- 13.5. Your bid is to remain open for a minimum of 180 days from the proposal response date.
- 13.6. You may, without prejudice to yourself, modify your proposal by written request, provided the request is received by the Foundation prior to the proposal response date. Following withdrawal of your proposal, you may submit a new proposal, provided delivery is effected prior to the established proposal response date.
- 13.7. Please note that any proposals received which fail to meet the specified criteria contained in it will not be considered for this project.

14. Selection criteria

- 14.1. Responses will be evaluated by the Foundation using the following criteria in no particular order:
 - Ability to deliver on all required services or outputs
 - The quality and clarity of the proposal, products or services
 - Evidence of proven success of similar projects / evidence of adaptability of any existing products to be used
 - Responsiveness and flexibility
 - Transparency and accountability
 - Value for money
 - Financial stability and long-term viability of the organisation (Due diligence will be undertaken on all shortlisted organisations)

- Ability to work with others.

14.2. It is important to the Foundation that the chosen provider is able to demonstrate that the right calibre of staff will be assigned to the project; therefore, the project leader who will be responsible for the project should be present during the panel interviews if you are selected.

15. Selection process

15.1. Please email electronic copies of your full proposal, budget plus any accompanying documents to Nicole Welsh, Senior Communications Manager, nicole.welsh@health.org.uk by end of 6 January 2022.

15.2. An acknowledgement of your application will be made by 6 January 2022, and you will be notified of whether you have been shortlisted for interview by 13 January 2022.

15.3. Interviews will be held on 24 and 25 January 2022.

15.4. Final decision will be communicated by 27 January 2022.

15.5. Kick-off meeting w/c 31 January 2022.

16. Confidentiality

16.1. By reading/responding to this document you accept that your organisation and staff will treat information as confidential and will not disclose to any third party without prior written permission being obtained from the Foundation.

16.2. Providers may be requested to complete a non-disclosure agreement

17. Conflicts of interest

The Foundation's conflicts of interest policy describes how it will deal with any conflicts which arise as a result of the work which the charity undertakes. All external applicants intending to submit tenders to the Foundation should familiarise themselves with the contents of the conflicts of interest policy as part of the tendering process and declare any interests that are relevant to the nature of the work they are bidding for. The policy can be found and downloaded from the Foundation's website at the following location:

<http://www.health.org.uk/about-us/>